

**Managing a 'people business' in times of uncertainty:  
Human resources in Ocean Transport & Trading's strategy  
in the 1970s**

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**Table 4: Ocean Group activities, selected years (£'000)**

	1974		1976		1978		1980		1982		1984	
	turnover	profit	turnover	profit	turnover	profit	turnover	profit	turnover	profit	turnover	profit
<b>ship operating*</b>	117,463	15,730	131,928	14,554	140,796	-1,769	154,700	17,400	175,600	-12,800	129,100	13,400
<b>ship services</b>	16,122	2,410	22,398	3,839	28,631	3,867						
<b>distribution</b>	118,115	731	164,285	1470	206,053	3205			439,000	10,700	608,000	13,700
<b>others</b>	33,697	-763	64,114	2,309	109,587	4,742	439,800	13,200	100,700	16,000	42,700	1,600
<b>TOTAL</b>	285,397	18,108	382,725	22,172	485,067	10,045	594,500	30,600	715,300	13,900	779,800	28,700

\* 1980: all shipping activities

Source: Ocean Transport and Trading, Annual Reports